



MINUTES OF THE BOARD OF SUPERVISORS
COUNTY OF LOS ANGELES, STATE OF CALIFORNIA

Violet Varona-Lukens, Executive Officer
Clerk of the Board of Supervisors
383 Kenneth Hahn Hall of Administration
Los Angeles, California 90012

Director of Health Services

At its meeting held August 9, 2005, the Board took the following action:

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Dr. Thomas L. Garthwaite, Director of Health Services, and Dr. Bruce Chernof, Senior Medical Director, Clinical Affairs and Affiliations, Department of Health Services, presented the attached report regarding Charles R. Drew University of Medicine and Science's progress toward meeting the Department of Health Services' requirements for consideration of a renewal of its affiliation agreement.

Dr. Thomas Yoshikawa, Chairman, Department of Internal Medicine, Drew University, Bart H. Williams, Chair, and Patrick T. Dowling, M.D., M.P.H., Secretary, Drew University Board of Trustees, and Dr. Nancy Hannah, Designated Institutional Official, Drew University, responded to questions posed by the Board.

Dr. Genevieve Clavreul, Ernest H. Smith, M.D., Richard Robinson, Ernie Smith, Ph.D. and also addressed the Board

After discussion, Supervisor Antonovich made the following statement:

"The Department of Health Services' recommendations on the future of King/Drew Medical Center lack a back-up plan in the event the hospital and Drew University's Medical School loses additional accreditations.

"Some of the Department's recommended changes are to terminate King/Drew's Perinatal Intensive Care Unit and obstetric services. The recommendation to terminate and/or downgrade the Pediatric Intensive Care Unit and downgrade the Neonatal Intensive Care Unit was made by Navigant Consulting in its original report in February 2005, and the recommendation to consolidate and/or close obstetric services was made by the Department in December 2004. However, since then no actions were taken to implement these recommendations.

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“The fact remains that King/Drew lost its Joint Commission on Accreditation of Healthcare Organizations (JCAHO) accreditation and is no longer able to treat patients from private healthcare plans. There is no guarantee that JCAHO will reinstate King/Drew.

“The Center for Medicare and Medicaid Services continues to identify serious problems in nursing, pharmacy, and physicians for not following protocols. The State Licensing inspectors reported that there are major pharmacy errors and drugs being administered late and that critical patient care reviews do not quickly occur.

“For two cycles, Drew University’s Medical School has failed to pass the Accreditation Council for Graduate Medical Education (A.C.G.M.E.) institutional reviews. If the school fails A.C.G.M.E. institutional review in December, all of the graduate education programs will be terminated. However, the Department has no plan on contracting physician services.

“On July 19th, Navigant’s project manager reported to the Board that they are not ‘far enough or fast enough’ in making progress in nursing, pharmacy, and the governance of medical staff quality problems.

“With no guarantee that King/Drew’s accreditations will not be terminated or reinstated, the Department must prepare a dual track contingency plan with firm timelines to enact reforms and restructure the hospital in the event King/Drew and Drew University’s accreditations are terminated which includes holding Bielensohn hearings as soon as possible.”

Therefore, Supervisor Antonovich made a motion that the Director of Health Services be directed to prepare a dual track contingency plan with firm timelines to enact reforms and restructure King/Drew Medical Center in the event that Drew University Medical School’s accreditations are terminated. The plan should include identified core health care services that will continue at King/Drew and contracting of physician services, including timelines for holding Bielensohn hearings.

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After further discussion, Supervisor Antonovich revised his aforementioned motion to continue the portion relating to the Medical Center one week to August 16, 2005 and request approval of the portion relating to the Medical School as follows:

Direct the Director of Health Services to prepare a dual track contingency plan with firm timelines to enact reforms and restructure King/Drew Medical Center in the event ~~the hospital and that~~ Drew University Medical School's accreditations are is terminated. The plan should include identified core health care services that will continue at King/Drew and contracting of physician services, ~~including timelines for holding Bielensohn hearings~~ with a report back to the Board at the meeting of September 27, 2005.

Supervisor Antonovich's revised motion, seconded by Supervisor Yaroslavsky, was unanimously carried.

Supervisor Molina made the following statement:

"Drew University has served as a critical partner with Los Angeles County in providing medical services to the South Central communities of Los Angeles County. For years, Drew University has provided an academic program to train residents and doctors to serve urban communities across our Country. Their focus has been in providing much-needed medical care to the communities served by the King/Drew Medical Center.

"Drew University is at a crucial turning point in their history. Regretfully, Drew University is in danger of losing further accreditation, and such a loss would threaten not only their existence, but their ability to partner with Los Angeles County in serving patients at King/Drew Medical Center. Any partnership for the future rests on the County's ultimate ability to provide high quality care to the South Central communities of Los Angeles County. The failings of Martin Luther King Hospital regretfully reflect on the quality of instruction at Drew University."

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Therefore, on motion of Supervisor Molina, seconded by Supervisor Antonovich, unanimously carried, the Director of Health Services was instructed to work with Drew University to report back to the Board at the Board meeting of September 27, 2005 with the following:

1. A comprehensive analysis of duties and responsibilities related to managing the daily activities of residents and doctors with the analysis including a detailed recommendation section that outlines detailed actions for changes in University and County policies;
2. An explanation for why such an analysis has not been previously conducted and specific recommendations for a process to continually review policies and procedures required to proactively supervise residents and doctors;
3. A comprehensive report detailing accountability measures regarding the performance of residents, doctors, faculty chairs and administrators;
4. A report detailing the recruitment and hiring of a permanent President and how Drew University's Board of Trustees is going to assume greater ownership for the fiduciary duties of the University, such as funding the Medical School with additional dollars beyond those generated by the affiliation, including all research grants;
5. A comprehensive report detailing continued efforts to meet all previously identified Accreditation Council for Graduate Medical Education (ACGME) deficiencies including why the University failed to meet those criteria in the past and how the University will meet or exceed those criteria by the December 2005 review; and
6. A detailed recommendation as to why the County should continue to affiliate with Drew University to provide services at King/Drew Medical Center. Drew University must provide a compelling and realistic plan for such a continued affiliation and provide detailed recommendations on relevant changes to the affiliation agreement that will strengthen accountability and ensure high quality provision of medical services;

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7. A comprehensive analysis with specific recommendations related to Drew University's Annual Report submission, with all reports submitted by Drew to the Department of Health Services to be included in reports to the Board; and
8. A report detailing the Department of Health Services' efforts in working with Drew University over the following next month to increase accountability measures between the two entities related to the County's affiliation agreement.

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Attachment

Copies distributed:

Each Supervisor
Chief Administrative Officer
County Counsel